

Kevin J. Davis
Curriculum Vitae

United States Air Force Academy
Department of Management
HQ USAFA/DFM
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EDUCATION: **Doctor of Business Administration (DBA), (MIS) 1996**
Harvard University, Cambridge MA

Master of Business Administration (MBA) 1986
Harvard University, Cambridge MA

Bachelor of Science (BS) 1978
United States Air Force Academy, CO

ACADEMIC AND PROFESSIONAL EMPLOYMENT:

Jul 2004 – Present: Senior Military Professor and Deputy for Systems Engineering Management

Supervise Management Department involvement in the overall Academy Systems Engineering effort; as SE/SEM curriculum director, work with other departmental SE representatives to develop SE/SEM majors; transitioning to Working Group chair for SE/SEM.

Current USAFA Service Activities:

- Faculty Personnel Council (interdisciplinary committee that votes on academic promotions (Professor and Associate Professor) for faculty (military and civilian))
- First Class Cadet Academic Review Committee (committee votes on retention/disenrollment actions for seniors with deficient grades)
- Chair, Dean's Awards and Decorations Committee (recommends action on medals for military faculty members)
- Chair, NCAA Track and Field and Cross Country Eligibility Committee

- Chair, Harvard School of Government Selection Committee
- Honor mentor for a number of cadets
- Direct advisor for 47 Systems Engineering Management and Management majors.

Jun 2002 – Jun 2004: Senior Military Professor & Head, Department of Management

- Led AACSB accredited management and business department with 35 full-time professors/instructors teaching 20+ courses in undergraduate Management, Operations Research, and Systems Engineering Management disciplines; member of Systems Engineering and Operations Research Steering Committees
- On 2004 Dean's climate survey dept ranked #1 of 19 on effectiveness; #1 of 19 on overall satisfaction; students ranked our program #1 on national satisfaction survey (140 schools)
- US News ranked the Management major in the top 5 among all Management/Business School programs in the nation (for schools whose highest offering is a bachelor's or master's degree).
- Developed Systems Engineering Management major--first class allowed to declare the major was '06; 3rd largest Academy major (of 32) in its first year; moved up to 2nd largest with class of '07.
- Academy Small Satellite Program: committed a team of instructors and management students to work with the Astronautics department.
- Member of committees to select Faculty Assessment Director and USAFA nominee for Colorado Professor of the Year

May 2000 – Sep 2000: Chief of Staff for the Operations Directorate (J3), Joint Task Force-Riyadh, Saudi Arabia Southwest Asia

Managed all administrative and personnel functions for the Directorate.

Jan 1996 – Jun 2002: Deputy Department Head and Deputy for Curriculum:

Restructured curriculum, emphasized student voice, restructured and stabilized grading system, etc.--number of Management majors grew from approximately 70 to over 200 per class.

USAFA Service Activities:

- Faculty Forum President, representing approximately 135 associate and full professors at USAFA (2000-2001)
- Faculty Forum Board of Directors (1998-1999)
- Steering Board, Institute for Information Technology Applications (committee judged research proposals and distributed research funds)
- 1st Class Academic Review Committee
- 2nd Group Associate Air Officer Commanding (1998-1999)
- Associate Air Officer Commanding, Academics (AAOCA) 18th Cadet Squadron (1996-1998)
- Officer Representative for USAFA Cross-Country team; Track and Cross-Country NCAA Eligibility Committee
- Dean's Graded Events Committee; Dean's Meta-Curriculum Assessment Process Action Team; Chair, Dean's Faculty Workload committee; Chair, Faculty Forum Charter Committee; Dean's Grading Study Committee; Dean's Operating Instructions Senior Review Committee; Faculty Form 94 Process Leader and Coordinator; developed process for Dean's annual Heiser Award;
- Developed and executed offsite for other departments (with Dr Strbiak)
- Senior Reviewing Officer for capstone engineering course (Engineering 410)
- Special Requirements committee member for USAFA North Central Accreditation effort
- USAFA Honor Mentor
- Member, USAFA Character Development Commission
- TG-7 (Airmanship 251) Instructor Pilot
- Youth league coach, Academy Community Center

Consulting Activities:

- CSAF Survey (with Lt Col Chesley and Dr Anna):
 - Developed questions for the biennial CSAF survey; performed statistical analyses on the data—personally briefed results to CSAF, SECAF, ACC/CC, and AFMC/CC

- Worked with AF/XP to develop training to help commanders improve the climate of their organizations—participated in the development of a CD and website for all Air Force commanders
- USAFA AOG:
 - Worked with the AOG to plot a course for investing their endowment
- Consultant for Air Force Chief Scientist for “New World Vistas” effort—studied organizational impacts of information technology

Aug 1992 – Dec 1995: Doctoral Student, Harvard Business School

- Liaison officer for all Air Force officers attending schools in the Boston area

Jan 91 – Jul 92: Chief, Airlift Management; Instructor Aircraft Commander, C-141 McGuire AFB, NJ

Oversaw the planning, scheduling and coordination of all 438th Airlift Wing missions, including Presidential, State Department, and Prime Nuclear Force Airlift; managed the largest C-141 aircraft staging operation of the Gulf War; directed allocation of wing aircrew and aircraft resources; managed the scheduling and allocation of \$20 million of local flying time; Director, Operations Group Control Center during exercises and contingencies; supervised the training and activities of 25 Current Operations personnel. Instructor Aircraft Commander, Airdrop Mission Commander, Airdrop and Aerial Refueling qualified; flew many DESERT SHIELD/DESERT STORM missions; selectively qualified for Intermediate Nuclear Forces Treaty flights into the USSR/Russia.

Jul 89 - Dec 90: Asst Chief Pilot, Instructor Aircraft Commander, C-141 McGuire AFB, NJ

Managed more than 80 pilots to include upgrade decisions, allocation of additional duties, continuation training and the pilot mission scheduling function; frequent Airdrop (tactical) Mission Commander; flew Operation JUST CAUSE missions.

Community Service:

- Set up and directed Special Olympics effort for community surrounding McGuire AFB

**Jul 86 – May 89: Asst Professor/Instructor, Department of Management;
T-41 Instructor Pilot:**

Designed, directed, and taught Management courses; computer liaison officer;
academic advisor

USAF A Service Activities:

- Member of the Faculty's Software Requirements Working Group
- Squadron Professional Ethics Advisor (SPEA) for the 34th cadet squadron
- T-41 Instructor Pilot

**May 80 - Jul 84: Wing Command Post Senior Controller; Aircraft
Commander, C-141 McChord AFB, WA**

The Wing Commander's executive agent for execution of the MAC mission schedule; Wing point of contact for Emergency Action/Quick Reaction checklists; coordinated with MAC and NMCC for the implementation of critical JCS requirements; coordinated joint airlift commitments involving army, navy, and marine forces; presented operational briefings to wing key personnel and aircrews; supervised other duty personnel. Commanded aircrew, facilitating the rapid movement of cargo and personnel on airdrop, airland, evacuation, and special missions worldwide.

**Jan 79 - Dec 79: Undergraduate Pilot Training
Williams AFB, AZ**

**Jul 78 - Dec 78: Management Analysis Officer
Offutt AFB, NE**

Produced cost studies on a variety of base projects; trained co-workers in Strategic Air Command cost study methods.

ACADEMIC WORK

Articles Published in Journals, Books, or Proceedings

"How Swift Starting Action Teams Get Off the Ground," *Management Communication Quarterly*, forthcoming. With Dr Barker, Dr McKinney, and Dr Smith.

"Style & de Stijl, or Morningstar & Mondrian: The use & misuse of style boxes," *Journal of Investing*, forthcoming. With Dr Bill Jennings.

"The Role of Communication Values in Swift Starting Action Teams: IT Insights From Flightcrew Experience." *Information & Management Journal*, Vol 41, Issue 8, November 2004, pp. 1043-1056. With Dr Earl McKinney, Dr Jim Barker, and Lt Col Daryl Smith.

Accounting Program Assessment at the United States Air Force Academy Department of Management," Chapter 9 in *Best Practices in Accounting Program Assessment*. American Accounting Association: Sarasota, FL, 2004, pp. 99-114. With Dr Steve Green, Dr Kurt Heppard, and Dr Jim Lowe.

"Effects of Deliberate Practice on Crisis Decision Performance," *Human Factors Journal*, Vol 45, Fall 2003. With Dr Earl McKinney.

"Values, Communication Context, and Quick Starting Teams," *Academy of Management Conference*, August 2002. With Dr Earl McKinney, Dr Barker, and Lt Col Darryl Smith

"Getting Swift Starting Teams Off the Ground," 2001 *Academy of Management Conference*, August 2001. With Dr Earl McKinney, Dr Jim Barker, and Lt Col Darryl Smith.

"Executive Coaching by Proxy in a Large Organization: A Leadership Development Tool," Summer 2001, Vol. 8, No. 1, *The Journal of Leadership Studies*. With Dr Alex Anna and Lt Col Julie Chesley.

"Trust as Control in Competitive Sourcing," Spring 2001, Vol. 50, No. 1, *Journal of Government Financial Management*. With Lt Col Steve Green.

"Workforce Diversity Programs: The Problem of Non-convergence in Cognitive Structures." In *Proceedings, American Society of Business and Behavioral Sciences Conference*, February 2001. With Dr Christy Strbiak.

"Shaping Organization Climate in Air Force Units: The Impacts of Leadership." In *Proceedings, American Society of Business and Behavioral Sciences Conference*, February 2001. With Lt Col Julie Chesley and Dr Alex Anna.

"Values, Communication Context and Quick Starting Teams." *41st Annual Western Academy of Management Conference*, April 2000. With Lt Col Earl McKinney and Dr Jim Barker.

"Control Issues in Outsourcing and Privatization Efforts," *Acquisition Research Symposium Proceedings*, June 1999. With Lt Col Steve Green.

"The U.S. Defense Landscape: From Extreme Competitive Advantage to Commoditization," *Air Force Journal of Logistics*, Volume XXIII, Number 4, Winter 1999. With Capt Jim Parco and Lt Col Steve Green.

"The Multi-Dimensionality of Workforce Diversity," *Journal of Contemporary Business Issues*, Spring 1999. (Vol 7, No. 1) With Dr Christy Strbiak.

"Xerox: Outsourcing Global Information Technology Resources," in *Corporate Information Systems Management: Text and Cases*, pp.466-490. Boston: Richard D. Irwin:1999.

"Delivering Successful Service and Outsourcing Projects Using Concurrent Engineering Methodologies." In *Proceedings of the 29th Annual Project Management Institute*, 1998 Seminars and Symposium. With Capt Michael Weeks.

"New Competitive Landscapes Driven by Extreme Innovation," *Western Economics Association Proceedings*, June 1998. With Lt Col Steve Green and Capt Jim Parco.

"Integrating Outcomes and Technology: Three Examples of the Academy Experience," *18th Annual Microcomputers in Education Conference Proceedings*, March 1998. With Dr Jim Lowe and Lt Col Steve Green.

"TIGER Teams on Outsourcing Projects," *PM Network* (One of two Project Management Institute publications) October 1998. With Mr. Martin of PMP and Capt Michael Weeks.

"Rush Hour at 10,000 Feet: USAF Pilot Training Capacity Analysis." In *Proceedings, 27th Western Annual Decision Sciences Institute Conference*, April 1998. With Capt Michael Weeks.

"USAF Pilot Training Capacity Simulation and Analysis: Case and Teaching Note," *Western Casewriters Conference Proceedings*, March 1998. With Capt Michael Weeks.

"Controlling the Future: Transacting in Cyberspace." In *Proceedings of the American Society of Business and Behavior Sciences Conference*, February 1998. With Capt Michael Weeks.

"Retrenchment: a View from Three Strategic Orientations." In *Proceedings of the American Society of Business and Behavior Sciences Conference*, 1998. With Dr Hornyak and Capt Gaines.

"Achieving Curriculum Consensus: An Inclusive Framework," In *Mountain Plains Management Conference Proceedings*, 1997.

Additional Presentations

"Morningstar and Mondrain: Style and deStijl: The Use and Misuse of the Morningstar Styles Boxes," 2003 Academy of Financial Services Proceedings. With Dr William Jennings.

“Optimal College Savings Strategies under Financial Aid Considerations,” 2003 Financial Management Association Conference. With Dr William Jennings and Dr William Reichenstein.

“Optimal College Savings under Financial Aid Considerations,” 2002 Academy of Financial Services. With Dr William Jennings.

“Creativity--Evolution or Revolution?: Creating Understanding and Appreciation for the Two Perspectives.” American Society of Business and Behavioral Sciences, February 2000.

“Air Force Chief of Staff Survey: Results and Recommendations.” Presented to Air Force Chief of Staff 21 Jan 00; presented to Secretary of the Air Force 18 February 00. (Also presented to 4-star MAJCOM commanders). With Lt Col Julie Chesley.

"Allocating Scarce Resources among Competing Demands." Presentation to Russian officers during US-Russian Bilateral Management Course, 16 December 1999. With Dr Jim Lowe.

"Interorganizational Control." Presentation to Institute of Management Accountants, Rocky Mountain Regional Council Educational Workshop and Seminar, 5 Feb 1999.

"Controlling the Outsourcing Relationship." Presentation at the National Defense Colloquium on Outsourcing, 3 November 1998.

“Training Tomorrow’s Information Warriors.” Presentation, 39th Mountain Plains Management Conference, 1997. *This Research was funded and sponsored by the USAF Institute for National Security Studies.*

Working papers

“Workforce Diversity Programs: The Problem of Non-convergence in Cognitive Structures.”

“A Human-Centered Approach to Information Warfare.” *Funded and sponsored by the USAF Institute for National Security Studies.*

PROFESSIONAL MEMBERSHIPS/SERVICE

Membership:

- Member, Financial Management Association International

- Academy of Management -- Management Education Development Division Program Review Committee.
- Member of the Academy of Management, Management Education and Development Division.
- Member of the Academy of Management, Information Systems Division.
- Member of American Society for Engineering Management
- Member of The International Council on Systems Engineering

Academic Service External to USAFA:

- Reviewer for Academy of Management
- Reviewer for Air & Space Power Journal
- Reviewer for American Society of Business and Behavior Sciences Conferences
- Reviewer for Financial Services Review
- Discussant/Session Chair on several occasions for Mountain Plains Management Conference and American Society of Business and Behavioral Sciences

TEACHING EXPERIENCE

Systems Engineering 301: Project Management

Systems Engineering Capstone Mentor (for Civil Engineering)

Operations Research 310: Systems Analysis

Management 303: Management Perspectives

Management 372: Introduction to Investments and Personal Financial Responsibility

Computer Science 110: Introduction to Programming (an introductory Ada programming course)

Management 210: Introduction to Management

Management 391/491: Management Information Systems

Management 472: Capstone Management Course

Computer Communications and Networks (IT track of UCCS MBA program)

Airmanship 303: T-41 Instructor for Undergraduate Pilot Training screening course (now Airmanship 425)

Airmanship 251 TG-7 Instructor (for soaring students)

Recent Audits (Fall 2005): Civil Engineering 485; Systems Engineering 290

HONORS AND AWARDS

Heiser Award—Chosen by USAFA '05 as Outstanding USAFA Senior Instructor (170 associate and full professors were eligible)	2005
Taylor Award—Outstanding Management Dept Research	1999
James R. Woody Award for Outstanding Teaching	1998
Academy of Management Outstanding Reviewer Award	1998
Taylor Award—Outstanding Management Dept Research	1996
Harvard Doctoral Fellowship; John C. W. Schaie Memorial Fellowship; Marvin Bower Scholarship	1992-96
Outstanding Academy Educator (top 5% of USAFA faculty)	1988
Company Grade Officer of the Year, Dept of Management	1988
Helmer Award for Outstanding Teaching	1986
2 nd Year Honors, Harvard Business School	1986
Squadron Officer School: Top 7% in Leadership, Writing, and Academics; Chief of Staff Section (#1 of 64); voted Outstanding Contributor by section	1984
Honor Graduate (top 10% academically) USAFA	1978
Air Force PT Test Results	
100 percent, AF Force Fit-to-Fight physical fitness test	2005
USAFA PFT 500 Club	1977

Military Awards and Decorations

DEVICES

1.	MERITORIOUS SERVICE MEDAL	02
2.	JOINT SERVICE COMMENDATION MEDAL	00
3.	AIR FORCE COMMENDATION MEDAL	00
4.	AIR FORCE ACHIEVEMENT MEDAL	00
5.	JOINT MERITORIOUS UNIT AWARD	00
6.	AF OUTSTANDING UNIT AWARD	00
7.	ORGANIZATIONAL EXCELLENCE AWARD	01
8.	COMBAT READINESS MEDAL	01
9.	NATIONAL DEFENSE MEDAL	01
10.	ARMED FORCES EXPEDITIONARY MEDAL	01
11.	SOUTHWEST ASIA SERVICE MEDAL	01
12.	AF LONGEVITY SERVICE AWARD RIBBON	06
13.	AIR FORCE EXPEDITIONARY SERVICE RIBBON	00
14.	SMALL ARMS EXPERT MARKSMANSHIP RIBBON	00
15.	AIR FORCE TRAINING RIBBON	00
16.	KUWAIT LIBERATION MEDAL (Saudi Arabia)	00
17.	KUWAIT LIBERATION MEDAL (Kuwait)	00

FLYING CERTIFICATIONS:

- FAA: certified Commercial Instrument Pilot

- Air Force: Command Pilot; Instructor certified in three aircraft; air refueling and airdrop qualified